



Leading Through Change

The Five C's of Human-Centric Transformation

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Introductions

Working with you side-by-side, every day



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Change... And Also, Uncertainty!

JOBS AND THE FUTURE OF WORK

2025: the year companies prepare to disrupt how work gets done

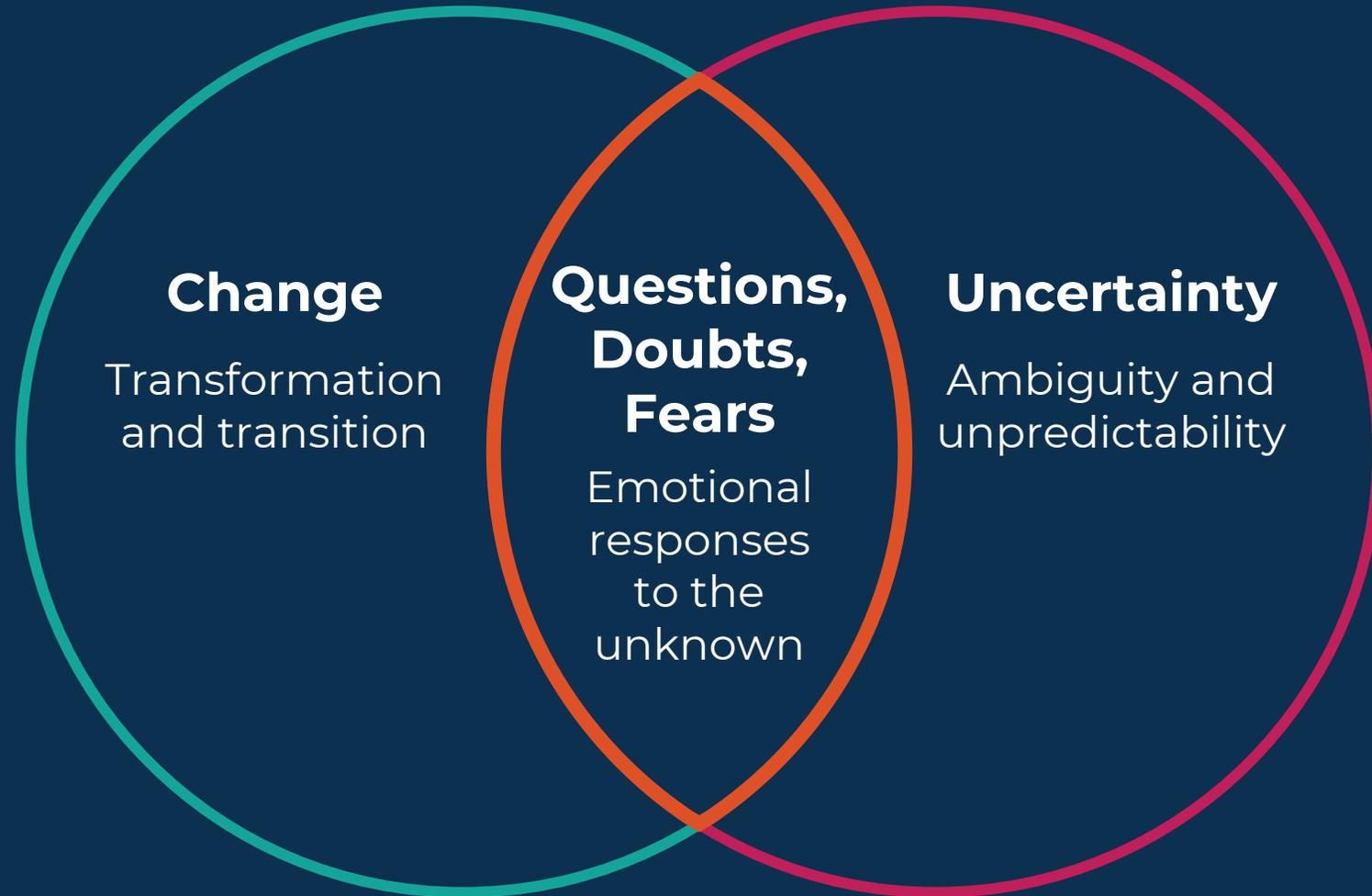
Global AI Adoption to Surge 20%, Exceeding 378 Million Users in 2025

Halfway through 2025, the pace of change is dizzying for even veteran PR execs

Technology Will Make the Pace of Change Even Faster

**IT'S NOT YOUR IMAGINATION:
AI is Speeding up the Pace of Change**

Navigating Change and Uncertainty



The state of fear

When people are frightened, the rational parts of the brain no longer dominate.

The cortex responsible for risk assessment and actions ceases to function when people are faced with a threat.

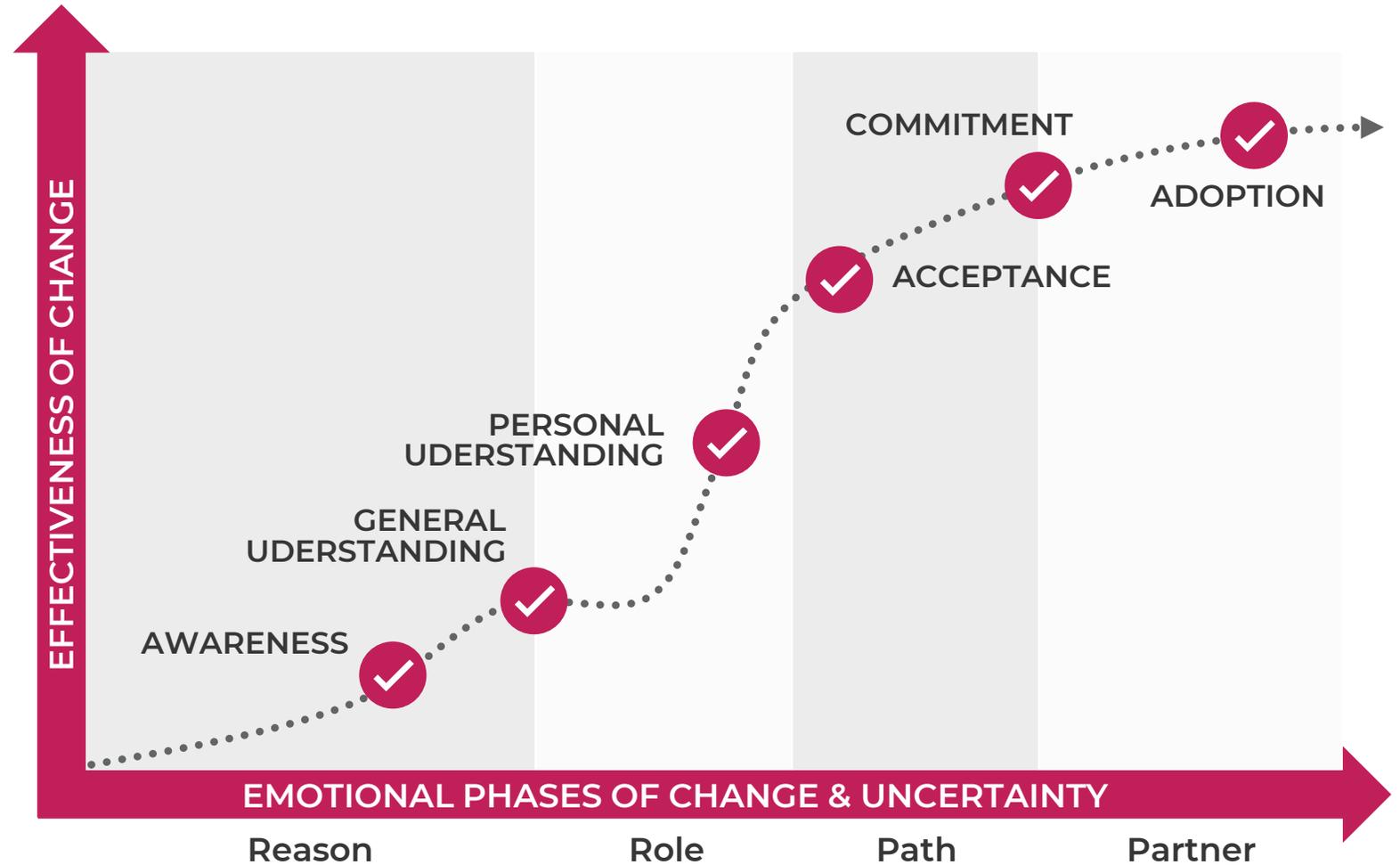
In other words, **logical thinking is replaced by overwhelming emotions.**



Our Goal:

Effectively Move
Individuals
Through The
Journey

Adoption Curve



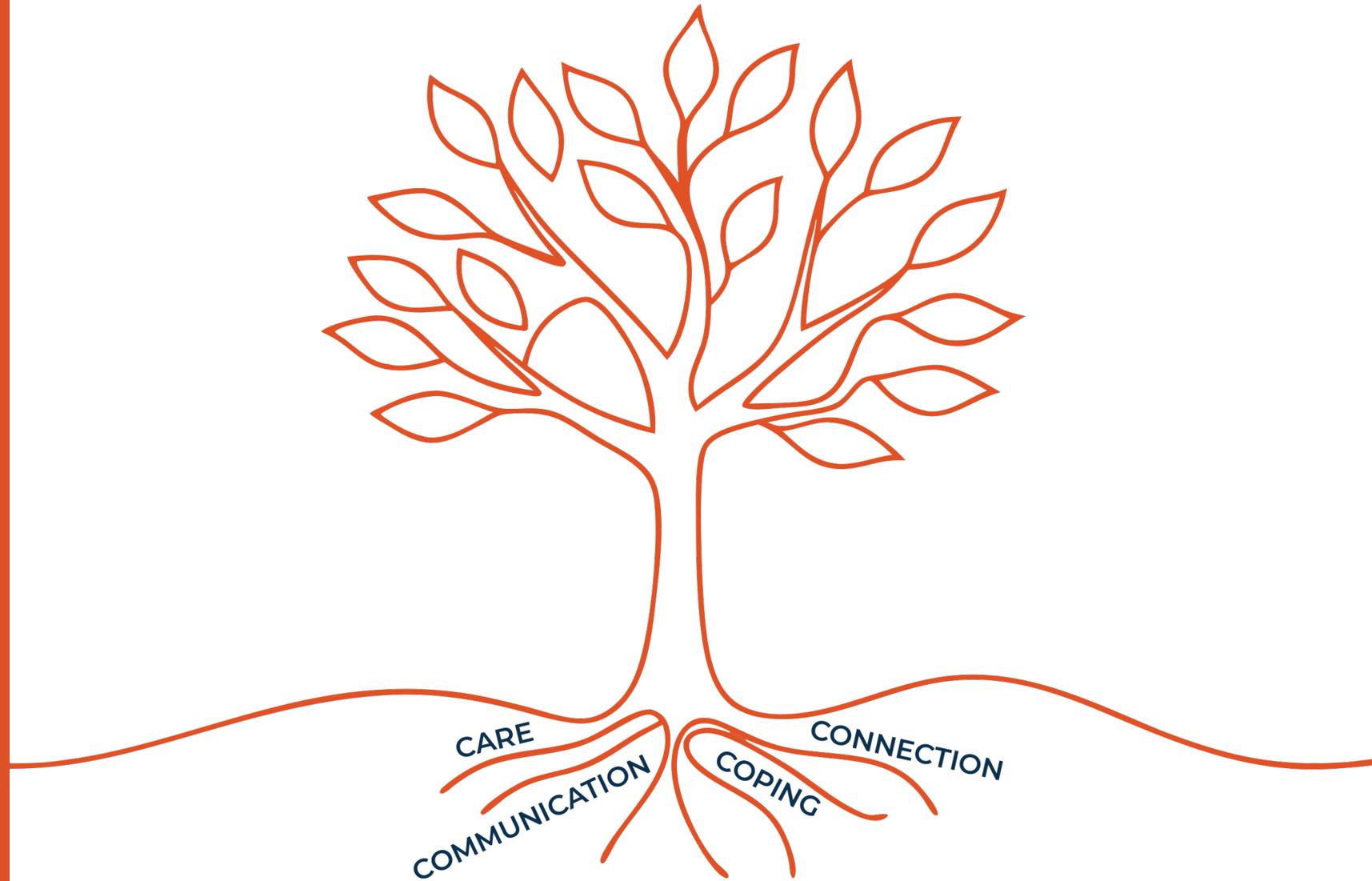
A Human-Centric Approach



What if we built healthy habits and fortitude as an ongoing way of supporting employees?



Care, Connection, Communication, and Coping



Human Side of Transformation – The Five C's



Care



Communication



Connection



Coping



Customize

Care



Individual

- Prioritize physical health
- Set healthy work boundaries
- Create routines for calm
- Focus on what you can control
- Identify and manage triggers

Leaders

- Model healthy habits
- Encourage open dialogue
- Respect boundaries
- Recognize triggers in yourself and others
- Give permission to prioritize well-being

Organization

- Promote a culture of well-being:
 - Offer flexible work policies
 - Provide access to wellness resources
 - Enhance health benefits
 - Design supportive environments

Establishing self care moments during periods of calm and certainty make them accessible when uncertainty and change ratchet up.



In the middle of
intense change, what
helps you reset and
keep moving
forward?

A Gallup study from 2024 found that for employees experiencing significant change, those who strongly trusted their leadership were **4.5 times more likely to be engaged and 62% less likely to experience burnout.**

Trust comes, in part, from strong communication.

74% of leaders say the involved employees in creating a change strategy, but only **42% of employees feel included.**

(Gartner)

Communication



Leaders

- Create regular touchpoints—use both formal updates and informal check-ins.
- Practice active listening and empathy to build trust.
- Build authentic relationships by being approachable and real.
- Anchor messages to a shared purpose, connecting people to something bigger.
- Set norms of clarity and transparency, avoid mixed signals.

Organization

- Define clear communication channels, and stick to them.
- Provide leaders with a consistent narrative to cascade.
- Ensure alignment across channels; no conflicting messages.
- Communicate early, often, and provide two-way communication so employees feel heard.
- Adapt communication to diverse needs while avoiding information overload.

Establish clear communication norms with your team—and when uncertainty hits, rely on those trusted channels to stay steady and connected.

Connection

Leader/Individual

- Connection on some level is a basic need.
- Expressing emotions has a positive neurological impact.
- Stable relationships provide support to cope with stress.
- Without it, physical, mental, and cognitive health can suffer.



Trust is the foundation of strong manager-employee relationships. Highly engaged teams consistently agree with the statement "I trust my manager." When managers treat employees as individuals with unique interests and needs, trust and engagement flourish.



Think about a time of uncertainty. Did you crave more connection, or did you prefer space?

Share in one word: **'connection'** or **'space.'**

Coping



Individual

- Self-assess
- Practice self-awareness boundaries
- Identify triggers
- Stay connected
- Rest & recharge
- Use resources
- Shift your mindset
- Learn and adjust

Coping

The three dimensions of mental resilience



Thinking

It involves the ability to think realistically.



Feeling

Mental resilience doesn't involve suppressing your emotions or denying your pain.



Doing

Mental resilience is about taking productive action.

Coping

Growth and agile mindsets in the context of change

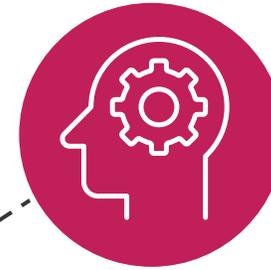
Growth mindset



Hard work and dedication

Believing that abilities and intelligence can be developed

Agile mindset



Adaptable

Able to adapt in a changing situation

Flexible

Being flexible in your approach

Focused

On responding to changes quickly

Coping



Leaders

- Display healthy coping behaviors
- Provide opportunities for teams to display new skills
- Celebrate effort and progress, not just results
- Openly share learning, admit mistakes, and show curiosity
- Encourage questions and diverse perspectives without judgment
- Encourage “micro-learning” during the flow of work

Organization

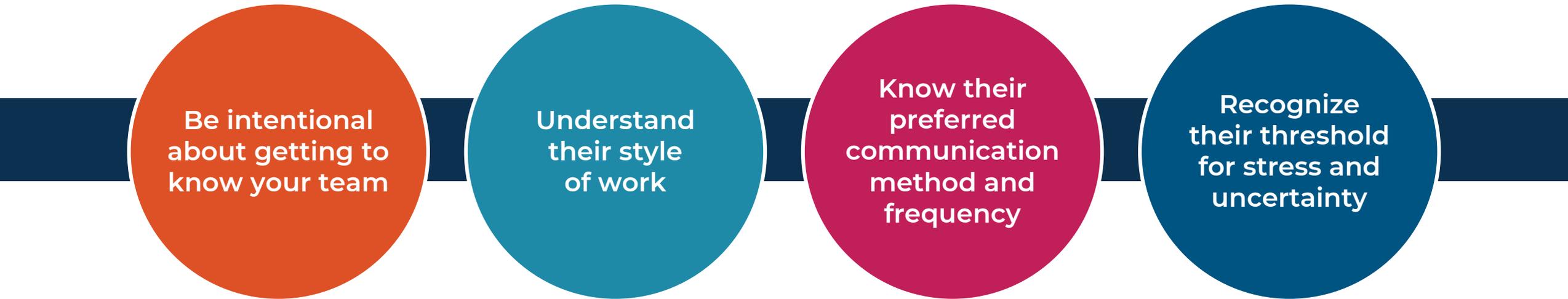
- Support a growth mindset and a learning culture
 - Provide accessible learning opportunities
 - Normalize “fail fast; learn faster”
 - Tie career growth to learning new skills
 - Use collaborative tools and communities of practice for sharing insights
 - Provide on-the-job learning opportunities like rotating assignments, shadowing, stretch projects, and cross-functional collaboration
- Offer development in critical competencies:
 - Emotional intelligence
 - Adaptability
 - Flexibility



What's something that a leader or a colleague has done for you **personally** to help you deal with uncertainty or change?

Customize: It's Universal and Individualized

Individuality of change—belonging, inclusion, and respecting your team as individuals are key parts of caring for them and acknowledging them as people.



Be intentional
about getting to
know your team

Understand
their style
of work

Know their
preferred
communication
method and
frequency

Recognize
their threshold
for stress and
uncertainty

**“Human-centric” doesn't mean treating everyone the same way.
A truly human-centric approach is individualized.**

What it Means to “Customize”



IS

- Showing empathy and understanding
- Understanding your people
- Comprehensively incorporating diverse team needs into formal and informal messaging
- Listening actively; engaging meaningfully
- Making small, thoughtful adjustments
- Empowering managers to personalize delivery with talking points
- Tailoring tone, timing, and format to your audience
- Leveraging templates and tools to adapt messages

IS NOT

- Solving every problem or having all the answers
- Solving all their problems
- Sending customized, specific messages to everyone
- Asking questions just to check a box
- Overhauling entire change strategy for each need
- Expecting managers to invent their own messaging
- Rewriting every message from scratch
- Starting from a blank page every time

Key Takeaways

1

Change and uncertainty fuel fear of the unknown —leaders and organizations can help ease it.

2

A human-centric approach builds strong roots in steady times, creating resilience when disruption arrives.

3

Care, Communication, Connection, and Coping are core elements of a human-centric approach.

4

The fifth “C,” Customize, recognizes that while emotions and experiences are universal, how each “C” shows up is unique to every person.



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